

THE RIGHT CARE INITIATIVE AND SOME LESSONS IN INNOVATION AND IMPLEMENTATION

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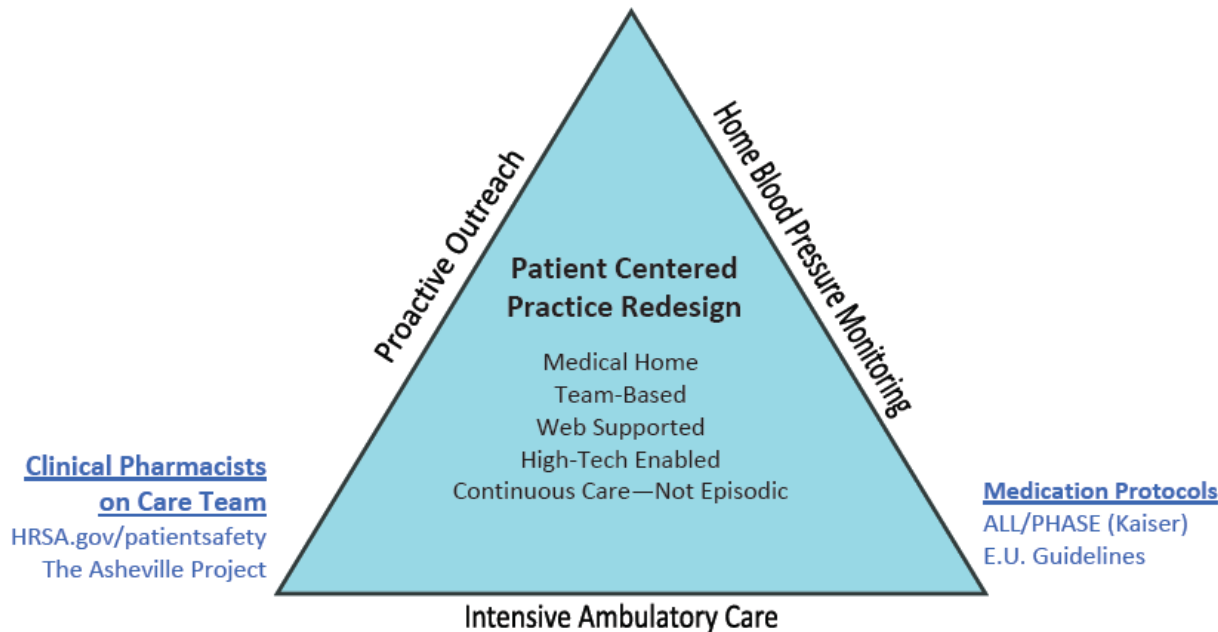
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Promising Interventions

Promising Interventions to Reach HEDIS Control Targets for Heart Attack and Stroke Prevention

Patient Activation

Patient incentives for healthy diet (e.g., DASH), exercise & medication adherence
Evidence-based patient education (e.g., Project DULCE; Stanford Patient Self-Management)
Motivational Media Messaging



The Old World



Source: Adapted from a presentation by the California Healthcare Foundation, www.chcf.org

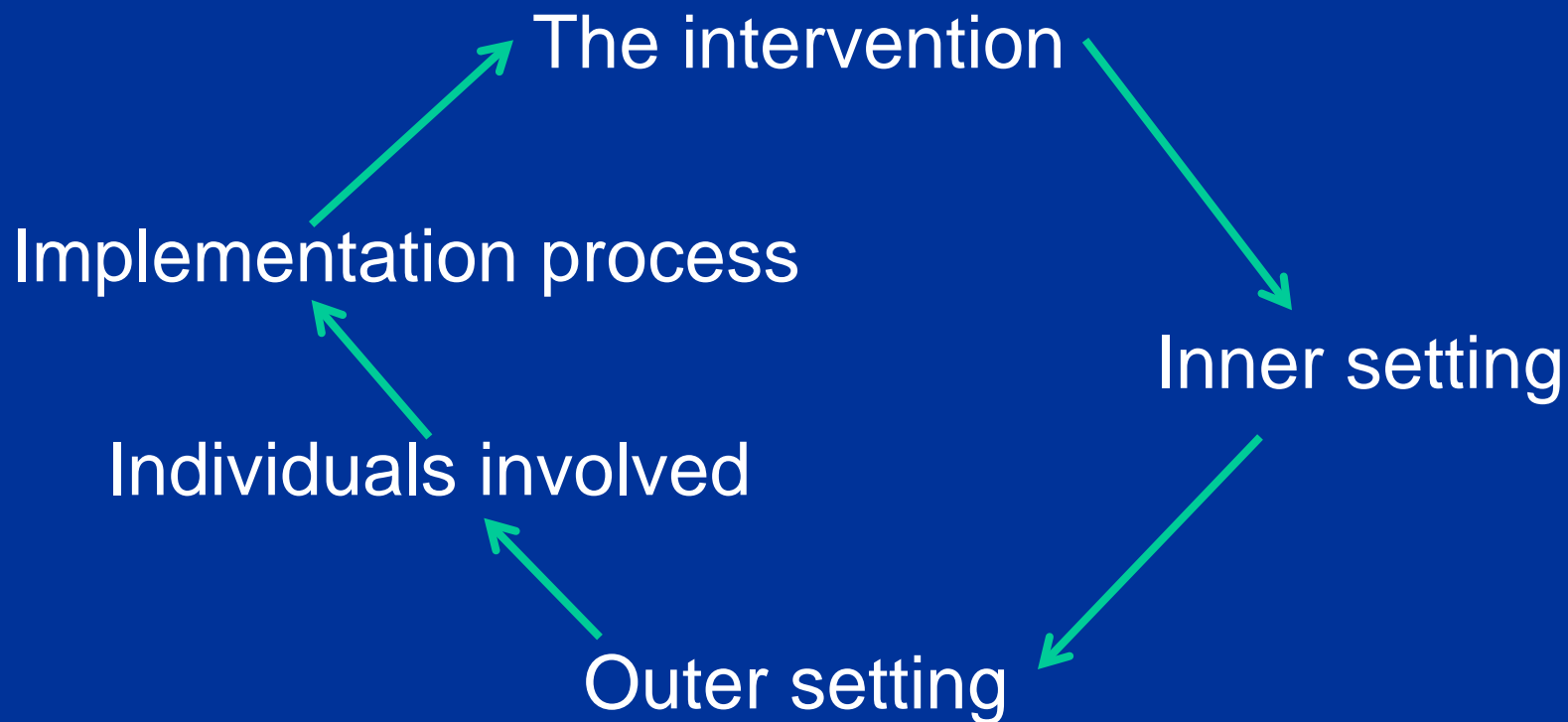
The New World



The response by the old world?

Source: Adapted from a presentation by the California Healthcare Foundation,
www.chcf.org

Five Domains of Implementing Innovations



Adapted from: L.J. Damschroder, D. C. Aron and R. E. Keith, et al. *Implementation Science*, 2009, 4: 1-15.

Intervention Characteristics

- Strength of evidence
- Relative advantage versus other alternatives
- Adaptability to meet local needs
- Trialability
- Complexity
- Cost

Outer Setting

- External policies and incentives
- Patient needs and resources
- Organizational networks
- Peer pressure

Inner Setting

- Structural characteristics
- Internal networks and communication
- Strategic priorities
- Culture
- Leadership
- Availability of resources

Individuals

- Knowledge and beliefs about the intervention
- Self-efficacy
- Competence
- Individual identification with the organization

Implementation Process

- Planning
- Engaging (member selection)
- Executing
- Reflecting and evaluating

Four Basic Questions to Ask If Implementation is Not Going As Planned

1. Do people understand what we are trying to do? Do they understand the strategy?
2. Do they agree with what we are trying to do? Is this “their” idea?
3. Do they have the necessary skills and resources?
4. Are they incented to execute?

Some Challenges of Including a Pharmacist on the Care Team

- Does a clinical care team already exist? How long? What is its composition?
- What are its current roles and functions? Current culture? Current performance?
- What characteristics of the pharmacist might make him/her more or less “acceptable”?

Some Challenges of Including a Pharmacist on the Care Team (cont'd)

- What organizational resources and supports are available? Data exchange between doctors and pharmacists?
- Is joint training available?
- What are the rewards for the pharmacist?

Physician Group Practice Quality Measures

- Diabetes Mellitus
 - HbA1c management
 - HbA1c control
 - Blood pressure management
 - Lipid measurement
 - LDL cholesterol level
 - Urine protein testing
 - Eye exam
 - Foot exam
 - Influenza vaccination
 - Pneumonia vaccination

Physician Group Practice Demonstration Quality Measures (cont'd)

- Congestive heart failure
 - Left ventricular function assessment
 - Left ventricular ejection fraction testing
 - Weight measurement
 - Blood pressure screening
 - Patient education
 - Beta-blocker therapy
 - ACE inhibitor therapy
 - Warfarin therapy for patients HF
 - Influenza vaccination
 - Pneumonia vaccination

Physician Group Practice Demonstration Quality Measures (cont'd)

- Coronary Artery Disease
 - Antiplatelet therapy
 - Drug therapy for lowering LDL cholesterol
 - Beta-blocker therapy – prior MI
 - Blood pressure
 - Lipid profile
 - LDL cholesterol level
 - ACE Inhibitor therapy

Physician Group Practice Demonstration Quality Measures (cont'd)

- Preventive Care
 - Blood pressure screening
 - Blood pressure control
 - Blood pressure control plan of care
 - Breast cancer screening
 - Colorectal cancer screening

Medicare Group Practice Demonstration

- Ten sites
- Five years
- Improved quality on 30 of 32 measures – four to 12 percentage points
- Four of ten lowered costs resulting in nearly \$29 million in performance payments

Some Things They Did

- Registries
- EHRs
- Teams
- Lean
- Palliative Care Programs
- Disease Management Navigators
- Pharmacists on Team
- Medical Homes

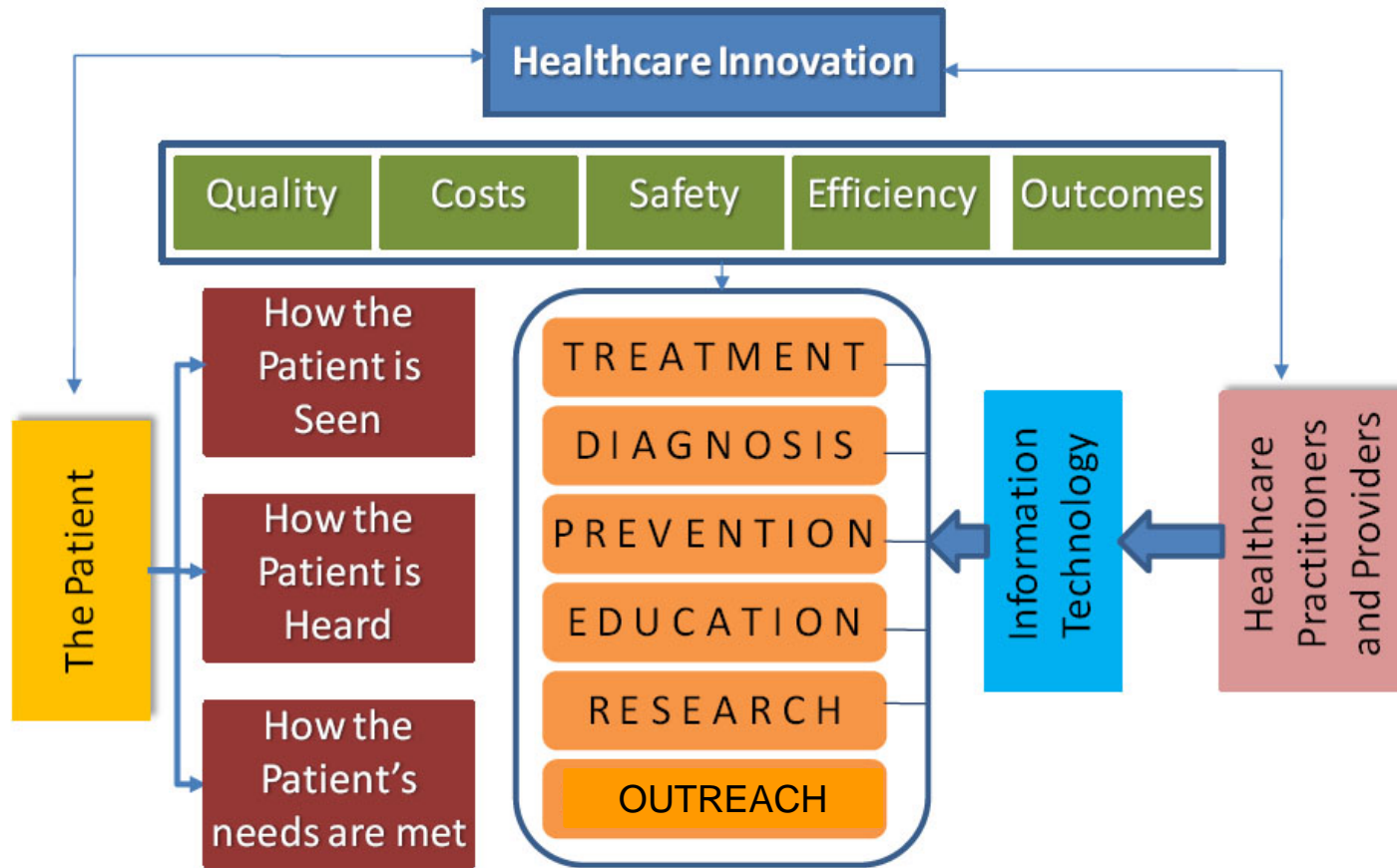
Top Ten Medical Innovations

- ACE Inhibitors
- Statins
- Proton Pump Inhibitors
- Antidepressants
- Balloon Angioplasty
- CT Scans
- Mammography
- Coronary Artery Bypass Graft Surgery
- Cataract Extraction

WHAT IS MISSING?

Source: V. Fuchs and H. Soy. *Health Affairs*, 2001 (20): 30-42

A Conceptual Framework for Innovation in Healthcare



Source: *The Innovation Journal*, Volume 15 (1), 2010, page 10.

Stages of Innovation

Stage 1:

Create a service or product that patients need

Stage 2:

Pilot test and improve product to meet patient needs and demands

Stage 3:

Innovate and develop services or products that would not even occur to patients to ask for

		Technology	
		Existing	New
Services	Existing	1 Blood pressure monitoring	2 In-Home Services
	New	3 Group Visits	4 DNA Assessment Predictive Medicine

Source: Adapted from: V.K. Omachanyin and N.G. Einspruch, *The Innovation Journal*, 2010 15 (1): 1-20.

Some Guidelines for Successful Innovation

- Get close to patient
- Use existing technology to re-invent delivery
- “Right-skill” the workforce
- Standardize operating procedures
- Borrow someone else’s assets
- Open up new revenue streams

Source: *McKinsey Quarterly*, “The Emerging Market in Health Care Innovation,” May 2010.

Good ideas

- Good ideas are inevitably constrained by the parts and skills that surround them
- They are almost always the networks of other ideas
- E.g., Gutenberg took a screw press for making wine and combined it with metal type to invent the printing press
- Key idea: Get lots of parts on the table

Source: S. Johnson, “The Genius of the Tinkerer,” *Wall Street Journal*, September 26, 2010.

“Innovation is an unruly thing. There will be some ideas that don’t get caught in your cup. But that’s not what the game is about. The game is about what you catch, not what you spill.”

Nathan Mhyrvold
Former Microsoft Executive

The innovator says “go.”

The company says “stop.”

“I’ve discovered a gold mine.”

“You say we can’t afford a shovel.”

“But it doesn’t fit in.”

“But that’s *the idea!*”

Organizations Can Facilitate Innovation But Have to Be Designed to Do So

- Flexibility
- Quick learning
- Connected networks
- Resources

“It’s important not to make the wrong mistake.”

Yogi Berra

Thinking About Implementing Right Care Initiatives:

The Key is Knowledge Management

- Know WHAT
- Know WHY
- Know HOW
- Know WHO

What is the \$650 Billion Question?

Answer: Stay for the cocktail reception

Thank You!

“Healthier Lives In A Safer World”

